

15 April 1952

MEMORANDUM FOR DIRECTOR OF CENTRAL INTELLIGENCE

SUBJECT: Planning

1. The over-all planning for operations of this Agency has been too vague and general to merit the name of planning. Witness, for example, the vagueness and generality of the first three missions for Western Europe, namely: (1) To strengthen the will and ability of the people and governments to align themselves with the West; (2) To create in the people and governments the will to stand every kind of Soviet pressure; (3) To destroy the effectiveness of Soviet instrumentalities in the country.

2. As a result of the lack of organized central planning, the normal course today for a "project" is for it to originate either with a field agent or at a low echelon on an area desk. The suggestion is then presented to an area chief who gives it to a case officer to "work up." It is "worked up", goes through various staffs, and ends up at the PRC where it is considered out of context with other projects in that specific area and without relation to its comparative value with projects in other areas. The PRC never has sufficient information when it acts to form an intelligent judgment. The Deputy, in whose field the project lies, rarely accepts responsibility for the project before the PRC but sits in judgment upon it as though it were no particular responsibility of his but equally the responsibility of the other members. The process is so unsatisfactory that DD/I has stated that he does not wish to sit on the PRC.

3. The majority of the members who take responsibility for actions in the PRC are not only incompetent in operational and psychological and political warfare matters but are admittedly tyres in these fields. The protection of PRC to the Agency is therefore almost meaningless.

RECOMMENDATIONS

1. That a planning staff of three be set up responsible only to the Director, the staff to include one expert in psychological warfare and one expert in operations.

2. That all ideas for projects, wherever originating within the Agency, be submitted through channels with recommendations to the planning staff and that no staff work be done upon such ideas until they have the approval of the planning staff.

- 2 -

3. That as soon as the planning staff can be organized, it be authorized to review all present operations and to make recommendations for their continuance or discontinuance so that all activities of the Agency may be fitted within over-all planning.

4. That as soon as such a staff can function, the TC be abolished.

Stuart Hedden

IG?SH:b

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*Copy sent to ER 11/30/51*